

Community Impact Report
Reflections on 2022-23



**TRANSFORMING THE FUTURE,
TOGETHER**

Released July 2023

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WELCOME!

Each year, NEW surveys the communities, organizations, and individuals we serve to understand the impact of our work. The following report highlights important findings from NEW's 2023 Community Survey, as we reflect on work done in 2022. We hope you find it easy to move through and understand.



Who is NEW?

The social sector today exists because of unequal power dynamics, systemic racism, and other forms of oppression. Those with privilege have used oppressive systems to exclude, discriminate against, and bar "others" from power. Today's leaders and changemakers have inherited organizations and systems that:

- Focus on short-term solutions rather than strong systems, policies, and strategies.
- Encourage competition and scarcity mindsets, which inhibit collective action.
- Limit access to tools, systems, and structures that advance missions.

Our approach

In our work, we center relationships rooted in our values. We work alongside leaders, thinkers and visionaries to transform our communities. Our commitment to diversity, equity, inclusion and justice is at the heart of every partnership. We use our experience and perspectives to address challenges and build connections.

Our Mission

NEW inspires and equips mission-driven people, organizations and communities to realize their visions of a just and thriving society.

Our Values

- We honor the rich diversity of people, experiences and ideas.
- We invest in our people, clients and communities.
- We seek to understand by promoting lifelong learning for ourselves and our clients.
- We collaborate by supporting each other as team members and through partnerships.
- We innovate by encouraging creativity and not accepting the "status quo."
- We deliver exceptional service—every time.

Our Approaches



Our Vision

EMPOWERED LEADERS
FLOURISHING ORGANIZATIONS
VIBRANT COMMUNITIES

CEO Reflection

Similar to the last few years, this has been a year filled with challenges, triumphs, joys and most importantly, profound impact.

At the core of NEW's success lies our unwavering commitment to our mission. Every day we set out to create positive change in southeast Michigan, and we can proudly say that we have made significant strides. Champions for Change is in-person again after two years on Zoom. Linda Tam, Chief Financial and Operations Officer, has led the team through an inclusive budgeting process (inspired by our friends at Zingerman's). Our Director of Financial Services, Allison Morris, and their team have grown our fiscal sponsorship and bookkeeping practice significantly. And our collaboration in the Transforming Solidarity Collective led to the design of the Rest and Liberation Initiative - a sabbatical program for Black and Brown leaders of small nonprofits. In so many ways, we have witnessed firsthand the transformative power of our work.

We have gotten here by practicing intentional growth, our theme for the upcoming year. Staying true in our commitment to justice emboldens us. We're pursuing abundant, unrestricted, multi-year funding that supports our programs, operations and physical space. We're also unapologetically continuing fee-for-service programs. Diverse revenue is vital to meeting our mission, too. Yet, we resist extractive capitalism, while acknowledging that it is the economic system we're in. We know there are ways we can model compassion within it as we seek alternatives. Until then, we remain courageous in transforming our relationships with philanthropy and wealth. We insist on moving resources - financial and others - into communities that have experienced the downstream effects of racism and other forms of oppression.

We believe that transformative change is achieved by working hand-in-hand with the communities we're in and those we serve. Whether with grassroots initiative or other values-aligned organizations, we're investing in relationships. We're fostering collaboration and creating platforms for communities to take charge of their own destinies. And I'm excited for what's ahead!



Throughout our journey, we have encountered obstacles that have pushed us to grow and evolve. Achieving a just and thriving society requires addressing structural racism in all its forms—policies, institutions, and culture. It is hard, non-linear work. Yet, we can advance proactive and long-lasting solutions for equity and justice by using our collective power. We're here to shift the dominant narrative and to make more space for new ways of leading, being and working.

None of our accomplishments would have been possible without the unwavering support of our team, volunteers, donors, and community partners. We extend our heartfelt gratitude to every person who has contributed their time, expertise, resources, or advocacy to further our work. Together, we have created a powerful force for change, and we look forward to continuing this journey with all of you.

With hopeful optimism,

2022-23 by the Numbers

Managed Services

NEW Center

- 14 Affiliates
- 19 Tenants
- 17 Conference Room Rentals

IT Services

- 60 Client Organizations
- 7 Special Projects

Financial Services

- 42 Bookkeeping Clients
- 17 Financial Consulting Clients
- 11 Fiscal Sponsorship Clients

Consulting

- 16 DEIJB Clients (Diversity, Equity, Inclusion, Justice & Belonging)
- 13 Strategic Planning Clients
- 14 Board Development Clients
- 1 Evaluation Client
- 19 General Consulting Clients
- 22 Education Clients

Learning Communities

- 228 Centering Justice Participants
- 26 Champions for Change Participants
- 12 Beyond Board Basics Participants
- 15 Road to Resilience Participants
- 27 Leadership Deli Participants
- 19 Leading and Learning Participants

Community gathered for The First Look: The NEW Design Reveal Party in September 2022

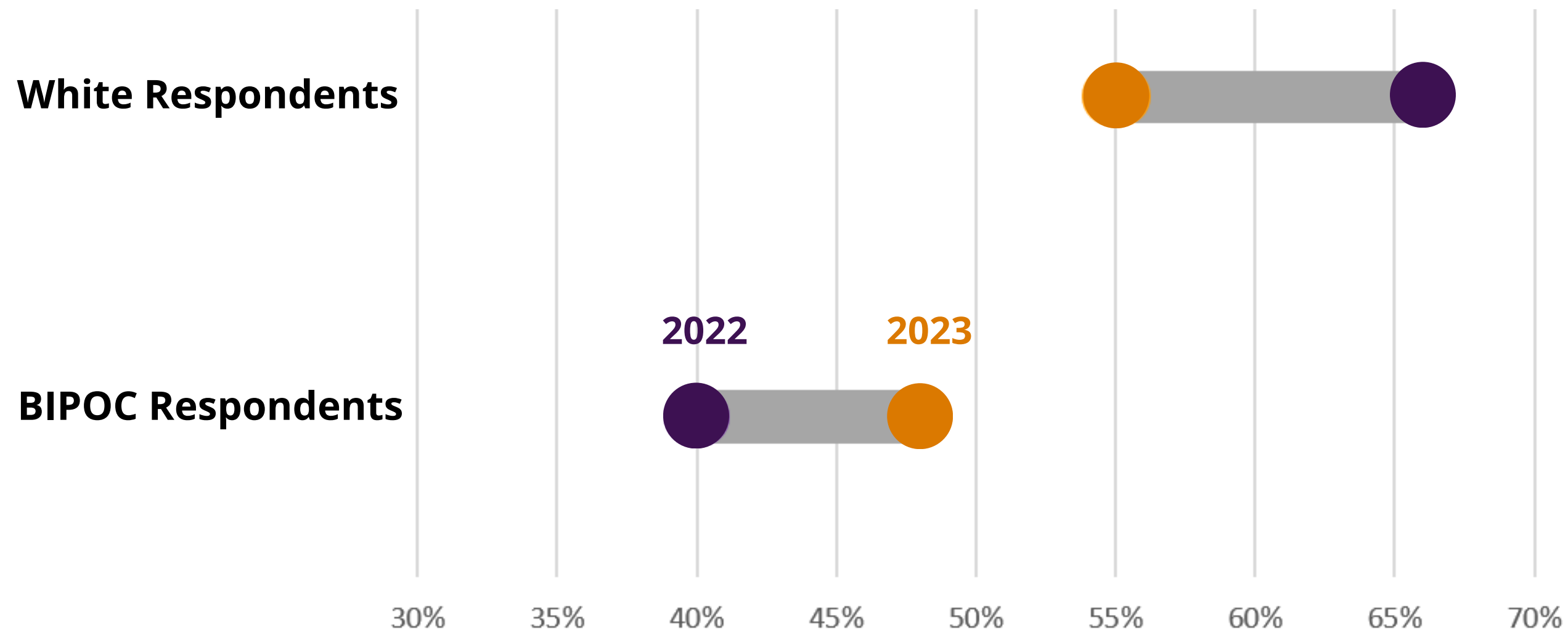


Our clients and participants

We are centering people and communities that are historically underrepresented or marginalized in our work. This includes people that have been excluded, denied access, or limited in their influence due to unequal POWER dynamics based on their race or ethnicity, age, ability status, sexual orientation, gender, and other markers of identity. We filter the responses collected by demographic data so we can understand how people's experience with NEW might differ based on the identities they hold. Additionally, we are able to understand if we are continuing to serve our focus populations.

NEW continues to center and serve BIPOC-led and primarily BIPOC-serving organizations.

The number of people that identified as BIPOC in our community survey increased from 40% in 2022 to 48% in 2023



*Survey respondents were able to select more than one race/ethnicity category so the total is higher than 100%.

Our clients and participants

2023 survey

59% of survey respondents work in **Washtenaw County**, **34%** are in Wayne County

Majority **Gen X (43%)**, **Millennials (30%)**, and **Baby Boomers (20%)**

73% of respondents identify as **women**.

55% of respondents report **having a disability**, and **16%** identify as **LGBTQ+**.



2022 survey

60% of survey respondents work in **Washtenaw County**

Majority **Gen X (37%)**, **Baby Boomers (34%)**, and **Millennial (25%)**

77% of respondents identify as **women**



In this year's survey, we also asked respondents to share their financial position based on the Green Bottle Method. This Sliding Scale model created by community healing practitioner [Alexis J. Cunniffolk](#) is inclusive of different financial experiences. While it was initially created to determine the cost of services, it has also been utilized **to reflect on accountability and one's financial position, and the privileges or lack thereof that come with it**. Individuals are asked to rank themselves in either Tier 1, 2, or 3. Below are example statements from each tier and NEW's results:

Tier 1 - e.g. "I frequently stress about meeting basic needs & don't always achieve them"

5%

Tier 2 - e.g. "I may stress about meeting my basic needs but still regularly achieve them"

37%

Tier 3 - e.g. "I am comfortably able to meet all of my basic needs"

43%

Adaptations from 2022 survey feedback

Building accessibility and maintenance

The NEW Center created a maintenance request form to better track and manage maintenance needs.

Following extensive issues with upstairs bathrooms, the NEW Center team now has fully restored 2 of 3 bathrooms on the second floor.

The NEW Center is now managed by a full time Office Manager that is onsite M-F.

Clear communication and responsiveness

NEW's Finance and IT teams have implemented biannual checkins and annual assessments respectively as well as process and satisfaction surveys.

NEW's IT team now uses a tiered staffing model that allows for faster response times and targeted response based on the IT consultant's expertise and knowledge.

Community gatherings and networking

NEW is focusing on community gatherings and events that will add value to the communities and organizations we serve. In September of 2022, we hosted the NEW Center First Look event to give community members a preview of our center transformation project.

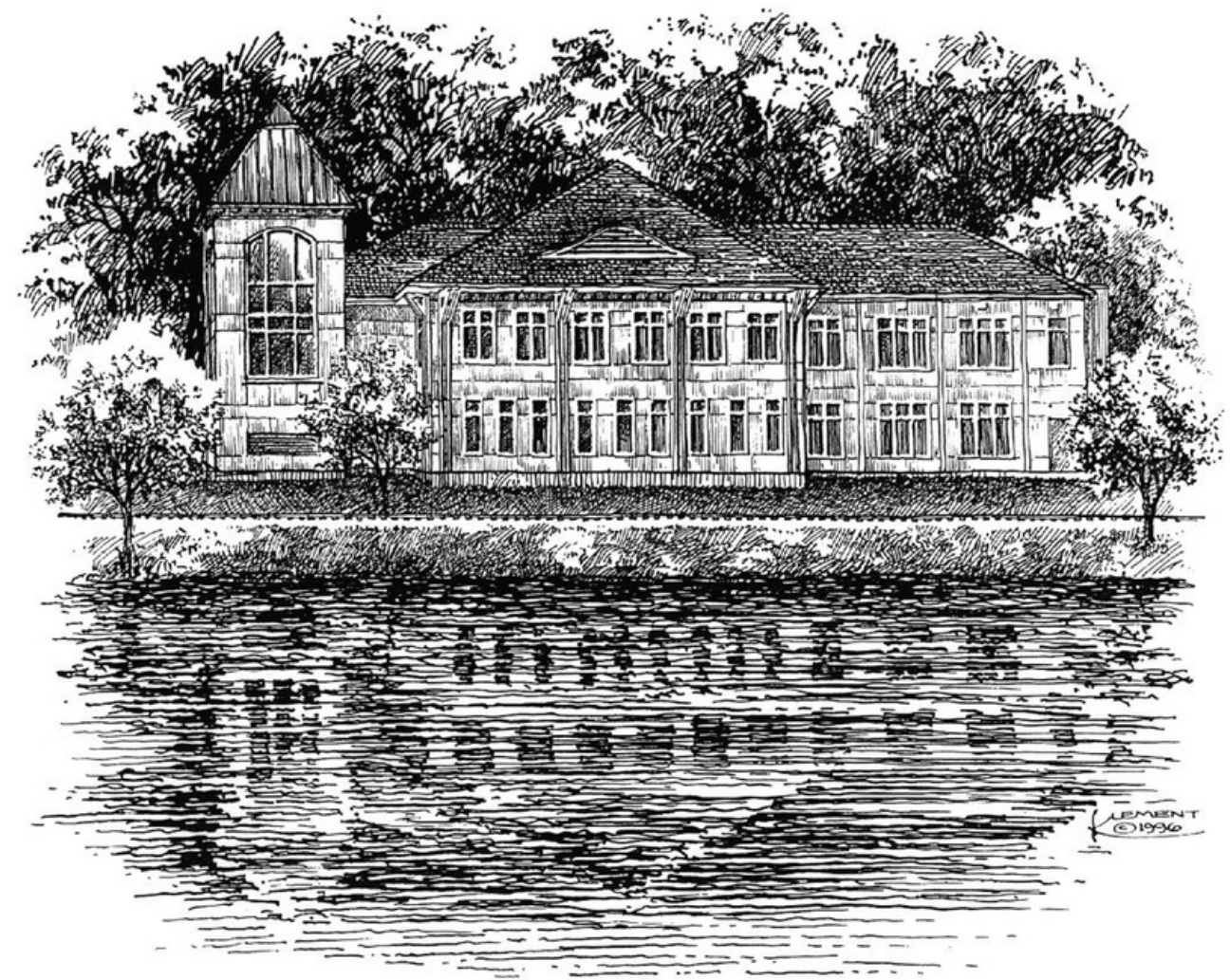
NEW's Learning Communities have also begun to reintroduce in-person gatherings as part of their programming.

Longer and ongoing engagements

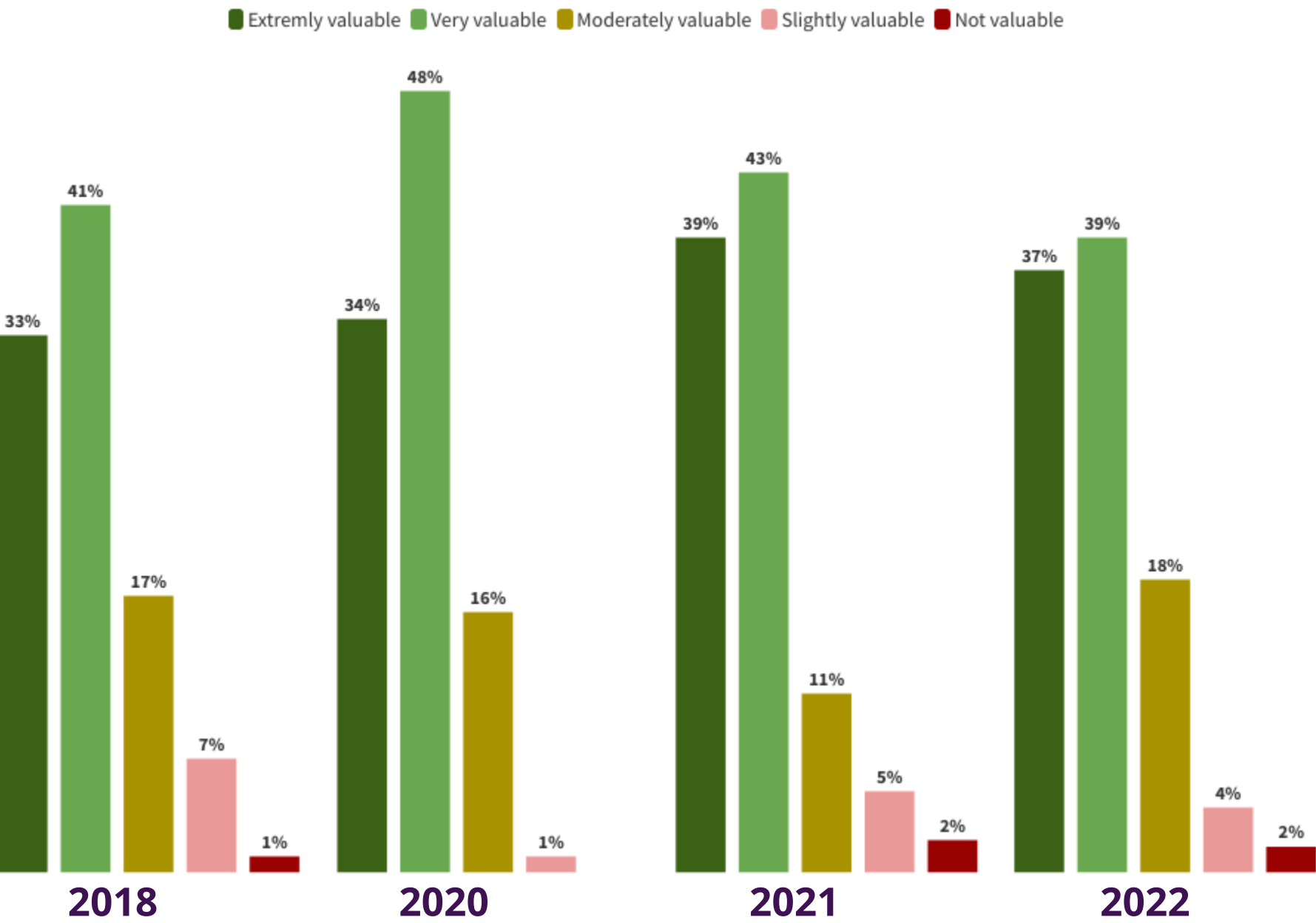
On average organizational development consulting engagements last between four and five months.

Many Finance and IT engagements are recurring and extend beyond one year.

NEW's Learning Communities have begun exploring more program alumni engagement opportunities.



Overall experience with NEW is still on the rise from 2018 and 2020



In particular great increases in the overall experience with NEW's IT and Finance Services

IT: Extremely valuable in 2022 (15%) rose to 31% in 2023

Finance: Extremely valuable in 2022 (38%) rose to 48% in 2023

Our Desired Impact

(from 2022 Theory of Change)

1. Collaboration and Belonging
2. Dialogue and Discovery
3. Knowledge and Perspective
4. Quality Systems, Tools, and Processes
5. Data-informed Decision Making
6. Community Building



NEW's IT Managed Services Team - May 2023

Our Desired Impact

(from 2022 Theory of Change)

- 1. Collaboration and Belonging
- 2. Dialogue and Discovery
- 3. Knowledge and Perspective
- 4. Quality Systems, Tools, and Processes
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Collaboration and Belonging

NEW actively seeks to bring leaders and community members together in space with the understanding that by working together, we can do far more than we can in isolation.

In this year's community survey, respondents shared that Learning Communities offer a welcoming and authentic environment.

"Thoughtful sessions and the creation of safe space in sessions led to deep connections and learning."

Clients of the NEW Center appreciate the opportunity to gather in person.

"Provided a safe space to gather as women of color faculty to engage in writing community building outside of the University campus"

Over 80% of DEI consulting clients that responded to NEW's annual survey indicated that they somewhat or strongly agree with the statement: ***We know where we have been and what we want to do to cultivate a culture of belonging in our organization.***



Centering Justice Unplugged - June 2023

Knowledge and Perspective

NEW prides itself on the expertise we have honed over many years and how we share our knowledge and perspective with our community members. Across all of our Approach areas - Managed Services, Consulting, and Learning Communities - NEW's team members have brought up-to-date information to our engagements to help our clients, tenants, and program participants advance in their own understanding.

In this year's community survey, **over 60% of NEW financial services clients share that their organization has a greater understanding of how to reach and understand financial statements.**

Over 80% of Learning Communities participants shared that they have gained new skills, tools, understanding, or abilities as a result of a Learning Community.

"(It) was a valuable place to be in community with folks that do aligned work and discuss the frameworks/mindsets/practices, etc that can help keep us whole and supported as individuals as we navigate the challenges of the work."



NEW's All-Staff Summit - May 2023

Dialogue and Discovery

NEW's staff have worked with clients, tenants, and program participants to provide opportunities for discovery and for engaging in a fruitful dialogue with other community members.

Consulting clients share that NEW's consulting services have supported personal and organizational growth.

"Through our engagement with NEW, I am becoming a more intentional leader."

"The 1on1 coaching that I'm receiving is HELPFUL and HEALING as I lay the groundwork for the center."

-Dawn Wilson-Clark, Jonathon & Dawn Clark Health & Healing Center

Many Learning Communities participants uplift that their experience and conversations led to greater inspiration, confidence, and accountability.

"...The Creating Cultures of Belonging session really changed my life. I have never understood our society and my own tendency toward perfectionism quite so well, and I often review the materials from that session."



Quality Systems, Tools, and Processes

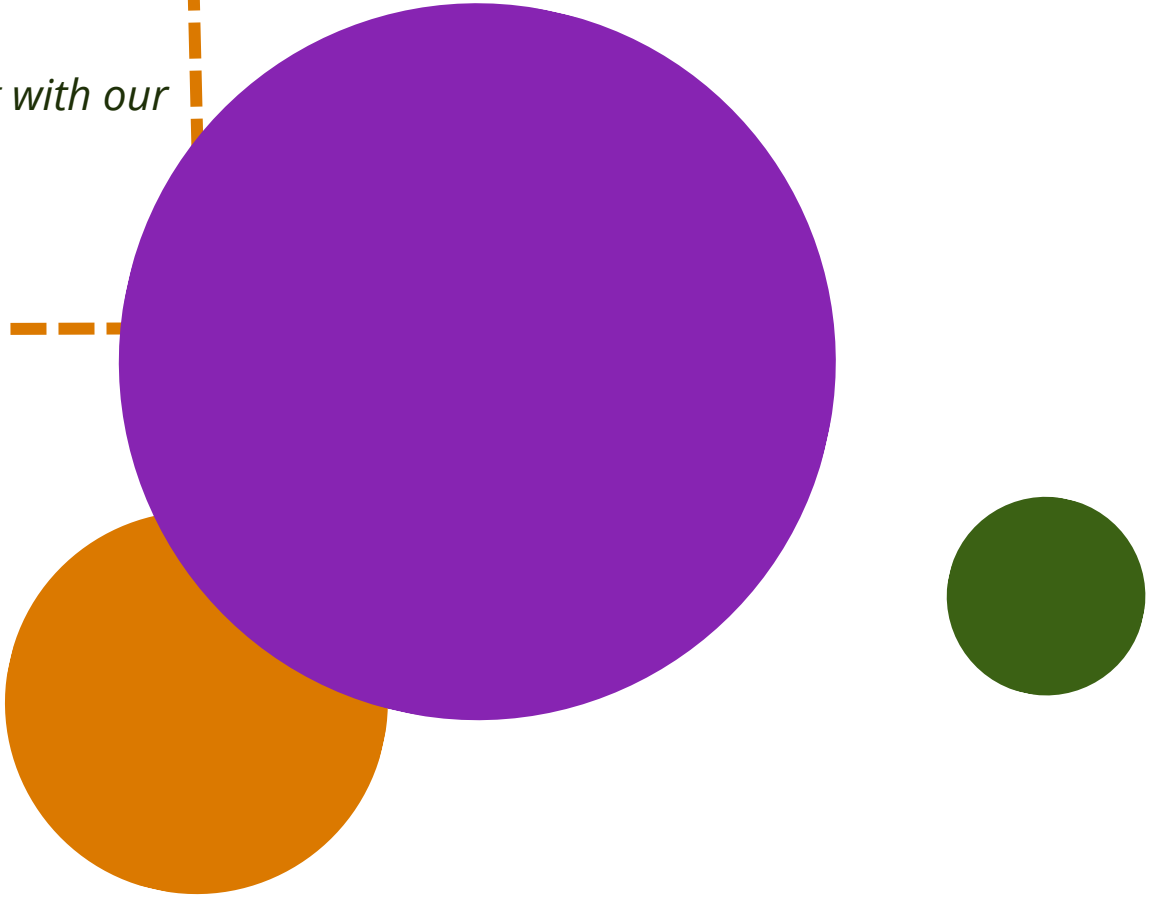
NEW works with our clients to make sure that they have the necessary systems, tools, and processes to help them advance their missions and meet the needs of their own community members. In particular, NEW's Managed Services staff provide these services in the areas of information technology support, financial management and consulting, and building space for area nonprofits.

87% of IT clients indicated that IT support services they have received enabled their organization to be more effective in mission-related work.

"Managed IT from NEW has helped us keep our systems working, which means we can concentrate on our mission instead of struggling with our computers." -Ari Morris, Ann Arbor Hands-On Museum and Leslie Science & Nature Center

"In the last year, we have felt the support and excited for the technology growth in this next year"

All-Staff Summit, May 2023



53% of Consulting clients shared that as a result of their engagement with NEW, their organization has achieved more impact through new or improved processes.

"New's services were helpful in encouraging the process of maintaining a check on personal biases, listening intently to the needs of our clients, and being intentional about meeting those needs from the perspective of each individual, as well as diving deeper into understanding the personal experiences of BIPOC communities in order to help support, sustain and transform." -Pamela Udeagwu, Women, Children & Families United (W.C.F.U.)



Our Desired Impact

(from 2022 Theory of Change)

1. Collaboration and Belonging
2. Dialogue and Discovery
3. Knowledge and Perspective
4. Quality Systems, Tools, and Processes
5. Data-informed Decision Making
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Data-informed Decision Making

NEW has been working with its clients to help them determine what data to collect, how to analyze the information that they have collected, and helped them manage the storage of their data so it is readily available. Organization leaders are then able to make more informed decisions and to track their inputs over time.

Over 80% of Information Technology clients share that their data is accessible and secure as a result of NEW's IT services.

67% of Financial Services clients agree that their finances are more organized thanks to NEW's services

"The services allowed us to be more consistent with updated financial reports, which improved board knowledge, decision making, and our grant reporting."



Community Building

Finally, NEW's impact can be seen in the broader community that we have created and the people that are engaged in NEW's many programs and services. The strength of our community-building efforts can be most readily seen in our Learning Communities.

Over 50% of Learning Communities respondents share that they have developed and/or strengthened relationships with other leaders in the communities they are part of.

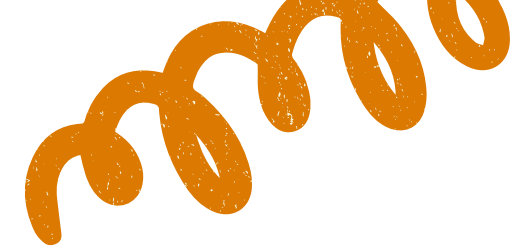
"The conversations, especially the affiliation groups were so needed for me, and I had no clue I even needed that space and those conversations."

"I have enjoyed learning that there are others in the community that are experiencing the same joy as well as struggles."



Champions for Change Idlewild Retreat - May 2023

Areas of Opportunity



People are seeking more clarity on NEW's offerings

"...provide participants in NEW programs with a clearer overview of the organization and its structure, the programs offered, and other ways people or organizations could partner with NEW."

Clients, program participants, and tenants/affiliates uplift the need for better and more consistent communication

Many smaller nonprofits are seeking support as well

"Make the services more easily accessible to grassroots orgs"

"maybe more intention in seeking and engaging groups that don't have large budgets, haven't been around a long time, are not well known."

How can NEW foster partnerships and act as a community connector?

"It'd be great if NEW was able to support the non-profit system in a more ecosystem way, where NEW is a central connector/networker/resource for them"

"More opportunities for peer support?"

Less strict COVID-19 policies and more in-person work

"Provide more in-person opportunities to connect"



Areas of Opportunity

Generally, people are looking for more resources and services beyond what NEW currently offers

"skill-building workshops"

"Have more occasional Q and A sessions." -Jane Thompson, Ballet Chelsea

A few respondents share that they would like NEW to offer more BIPOC-focused support

"I would like to see and hear more voices of Black people around the global experience of people"

"I definitely would like to see possibly a mentorship program from NEW BIPOC staff with those in the community trying to make changes"

A couple of respondents share they would like NEW to have a greater presence in Detroit

"Be more accessible to Detroiters"

"Greater Detroit presence" -Tammie Jones, Detroit Parent Network

"The only thing I can think of is to have more offerings at different locations, such as in Detroit"

Some organizations share it is challenging for them to pay for NEW's services

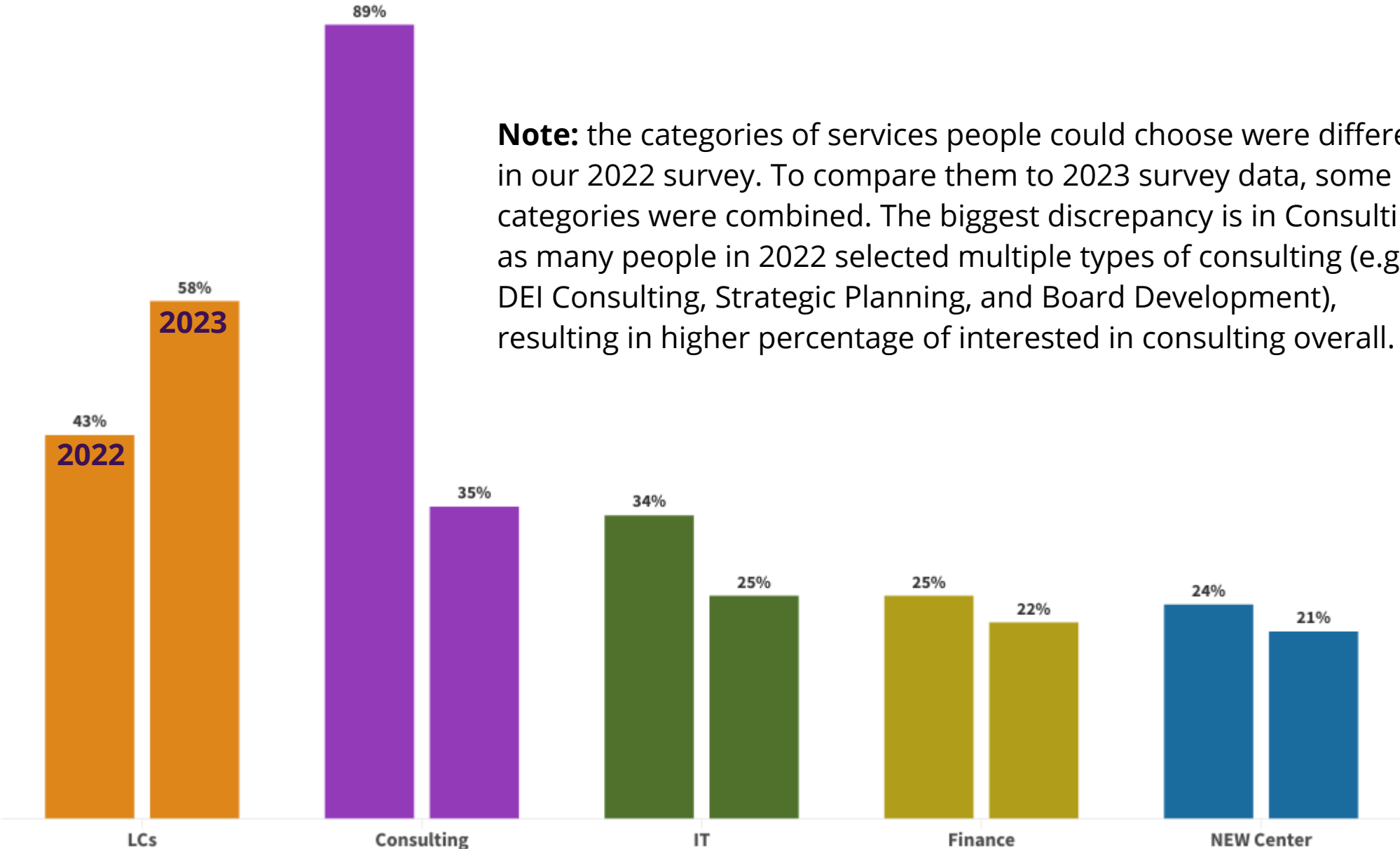
"Cost was too high for our Center to continue receiving much-needed technology support. We had to find a different source."

"I felt like the cost of the workshop was expensive for what it was."

Looking Ahead

Which services are you likely to seek in the next year?

Overall, more people are interested in NEW's Learning Communities. Interest in other services remains constant, though slightly decreased. Additionally people may not have selected services that they are already receiving, in particular clients of our Managed Services (IT, Finance, and NEW Center) receive services on a recurring (yearly or monthly) basis.



Note: the categories of services people could choose were different in our 2022 survey. To compare them to 2023 survey data, some categories were combined. The biggest discrepancy is in Consulting, as many people in 2022 selected multiple types of consulting (e.g. DEI Consulting, Strategic Planning, and Board Development), resulting in higher percentage of interested in consulting overall.

Overall: Networking, new nonprofits support, succession training

Learning Communities: Leadership training, Black leadership groups, in-depth finance workshops

Consulting: Fund development, professional development to support the onboarding of new staff

NEW Center: Affiliates seeking more connections with NEW Center, large gathering spaces, organizations looking to meet in person more often

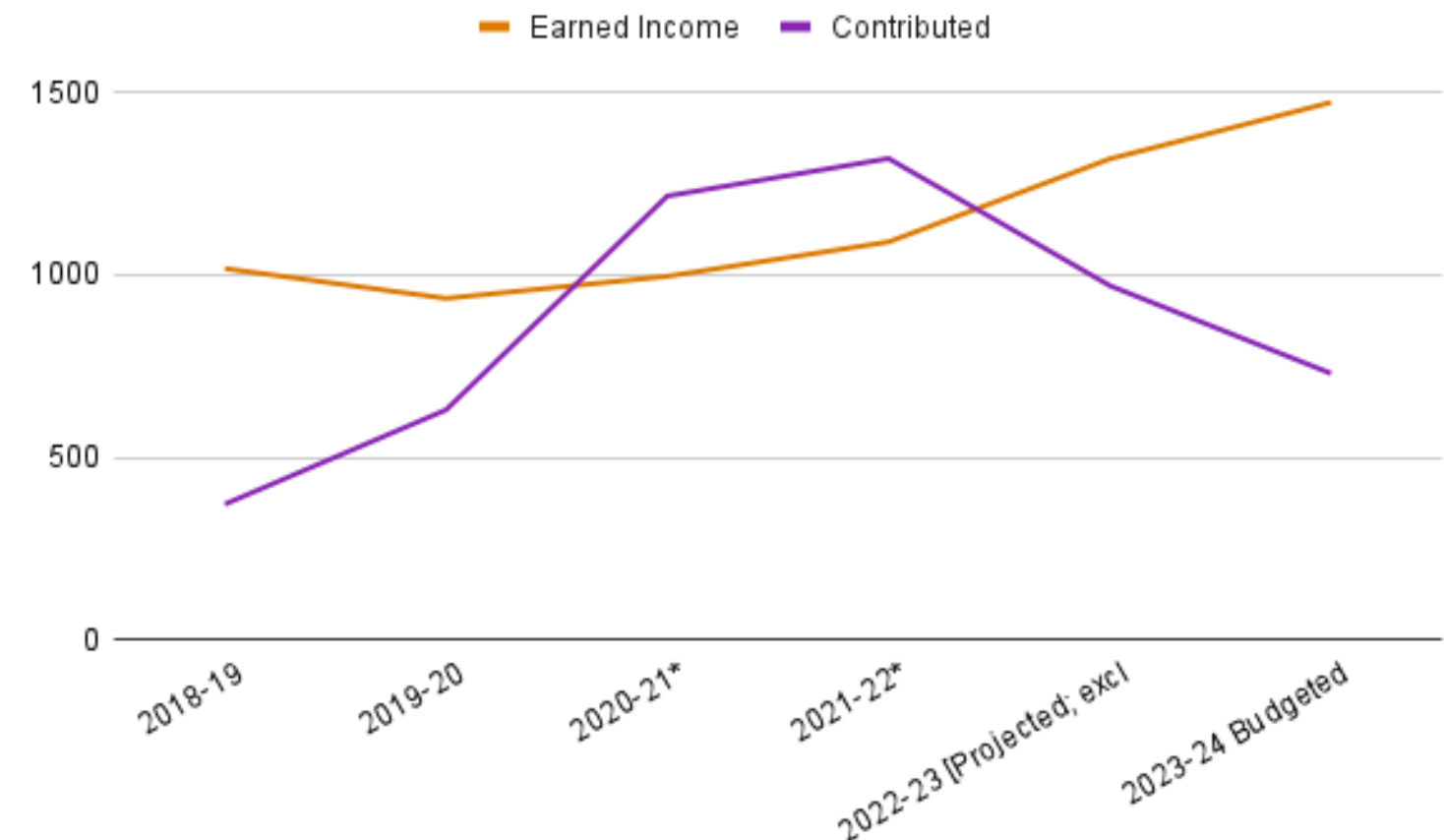
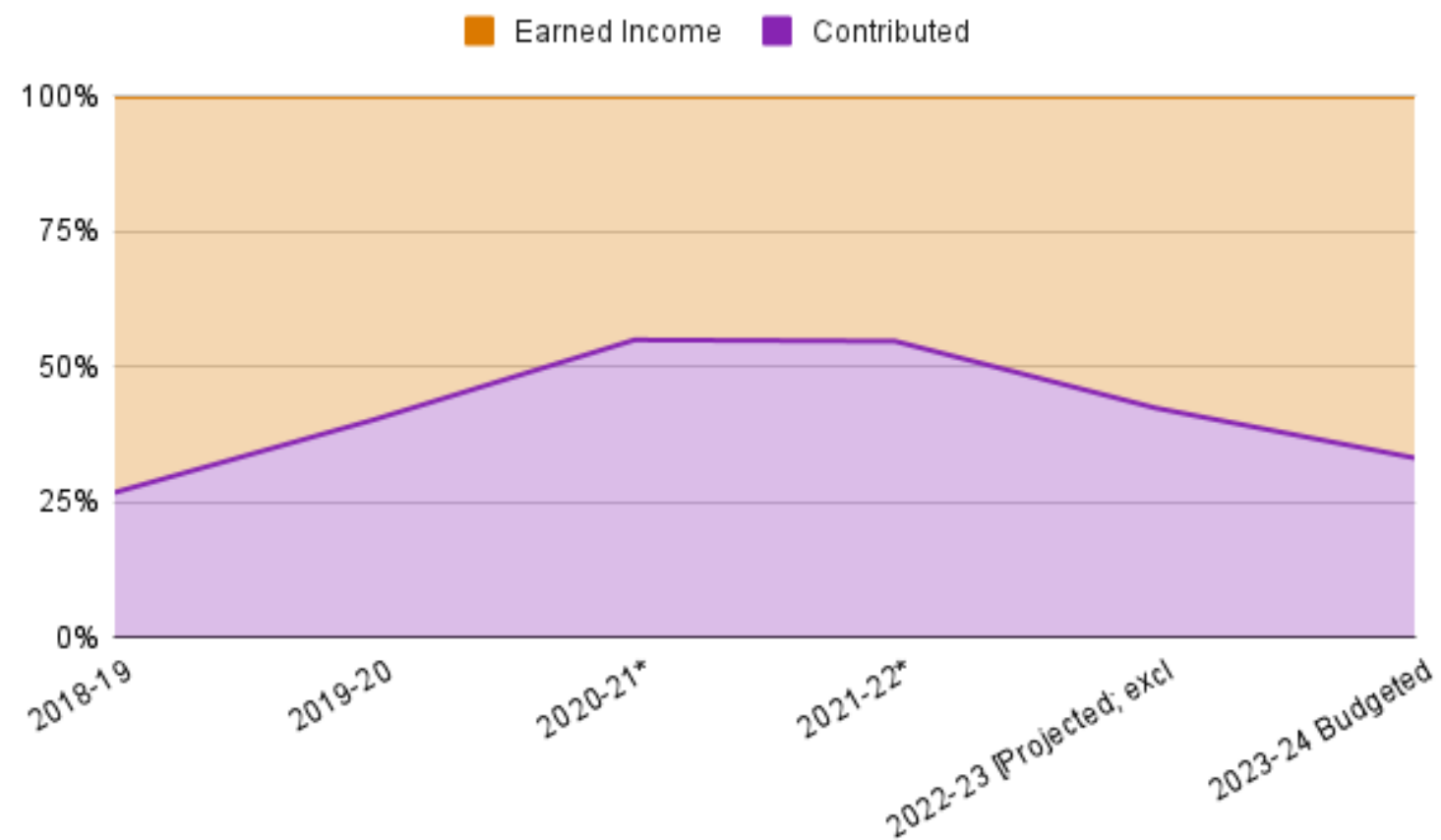
Financial Services: Reporting, financial services for new nonprofits, budget development, fiscal sponsorships

Information Technology (IT): Self-help resources, support during power outages, support assessing future IT needs

Financials

Like all nonprofits, each year we strive to provide some transparent insight to our financial standing and performance in the form of an annual report. Rather than asking you to look at multiple reports, though, this year we decided to bring some financial data to you here. Since NEW's fiscal year runs from July to June, 2022 - the year we reflected on in this Community Survey - actually spans two (2) fiscal years. So here you'll find some information on our performance in fiscal years 2021-22 and 2022-23, as well as a few prior years. In the past, we've just given you one year's information at a time - but we hope that providing this data side-by-side helps you understand the larger trends and shifts happening at NEW.

Earned vs. Contributed Revenue

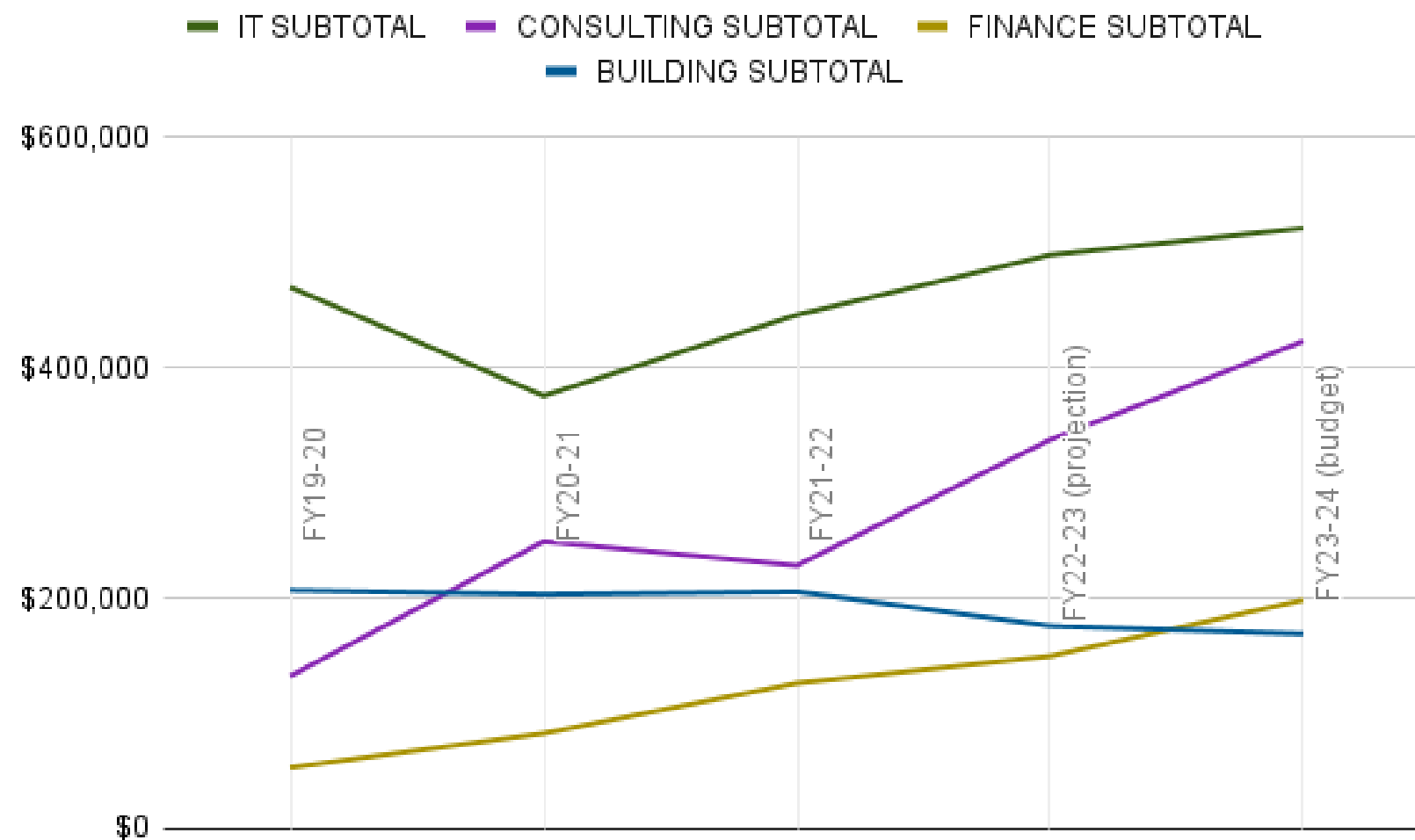


At NEW, we use a fee-for-service model to bring in revenue from programs and services, as well as seeking contributions from philanthropy and community. Above, you can see the balance and shifts between earned revenue and contributions from year-to-year. You'll note that as the immediate COVID-19 pandemic has waned, our reliance on contributions has also declined.

Financials

Earned Income by Approach

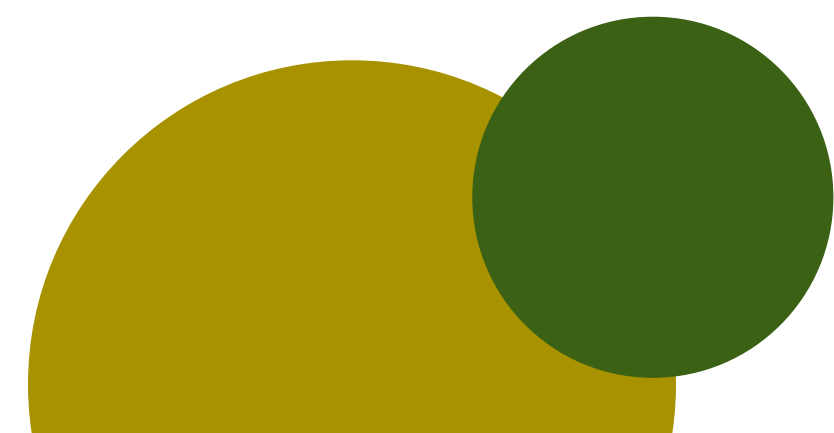
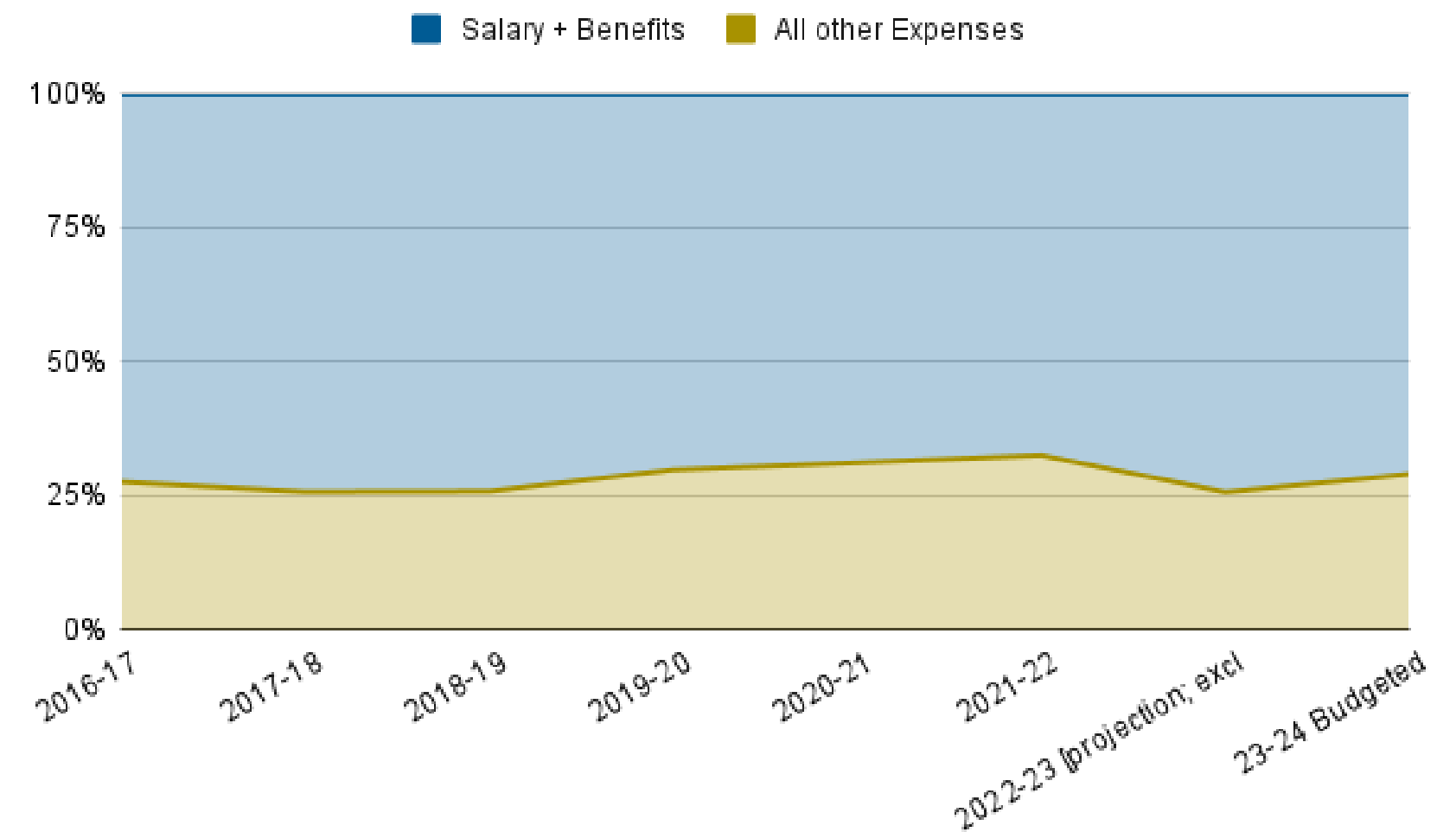
Below, you can see how each approach team has contributed to our overall earned income over the past few years.



As you'll note, all of our approaches have been steadily growing, with the exception of the NEW Center, which is decreasing in preparation for the building transformation.

Expenses Year-to-Year

And here you can see the balance of our salary and benefits expenses compare to all other expenses year-to-year. Since our team is our most important asset, you'll note that we continue to invest here heavily. Without a thriving team, we can't create the meaningful impact you've read about earlier in this report - so we plan to keep investing in their success and growth in the years ahead.



Our timeline

Nov-Dec 22

NEW's Community Survey is developed and refined with the input from NEW's staff

Jan-Feb 22

Survey is released and promoted via email, social media, and NEW's Notes. The survey email is sent to around 1,100 contacts.

Specific outreach is done in program areas with lower response rates. Total responses collected: 191 (17% response rate)

Mar-Apr 22

Program-specific data is analyzed and shared with NEW team leads.

Data is **used to inform budget and goals development for FY 23-24**

May-Jun 23

Results are shared with NEW staff at 2022 Staff Summit

Survey data is shared with Board of Directors and NEW's Community

NEW promotes the release of the survey data via email, social media, and NEW's Notes

Jul-Nov 23

Survey will be reviewed for edits for FY 23-24

Our evaluation and feedback process

1. **Ask** for feedback
2. **Listen** and analyze feedback
3. **Adapt** based on community input
4. **Share** learnings with impacted individuals and communities

Evaluation equity considerations

- Explain to all involved in the evaluation process how the information will be used and WHY we are collecting it
- Engage those closest to the information we are looking to collect while drafting the tool
- Collect data that is pertinent, useful, and inspires action
- Consider our own biases when examining the results
- Disaggregate data to understand who is being impacted and how (e.g. by demographics)
- Prioritize adaptations based on focus populations, because we know that changes that impact traditionally underserved populations can often benefit the broader population
- Share back always, engage participants in the dialogue, and explain the shifts that will be implemented based on feedback

If you have shared feedback with us through this process, **THANK YOU!** Your input makes it possible for NEW to imagine and execute radical new ways of being and working that ensure every person in our community is seen and supported.

Have any questions about the information in this report or want to get in touch with us about our services and programs? Please email info@new.org

Thank you!

